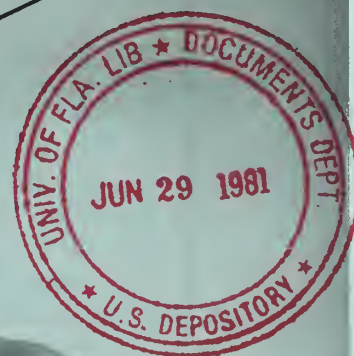


INSCOM
Journal

June 1981

**MISAWA
WINS
TRAVIS TROPHY**



San Francisco

How do you like our new look?

Have you noticed? The **Journal** has a new look. It's a magazine within a magazine. The "inner" magazine features each month an area in which an INSCOM unit is located and people in that unit. Peel back the "outer" magazine; you can pull out the inner one and keep it for a permanent reference.

This month—how did you guess?—we're featuring the CI/SIGSEC Support Battalion at the Presidio of San Francisco and its environs. Members of the battalion worked hard to make this inner section possible, and we of the editorial staff appreciate it.

The point is: do you?

Our primary objective in creating this format is to systematically recognize the accomplishments of our INSCOM family, place by place. Second, we want to tell everyone about life in every area—the good, the bad, where you can go, what you can do.

We would like to know if we're accomplishing these objectives. If you have time to pick up the phone to give us your constructive comments, please do. We also welcome your letters—and we will print them if you wish. Our telephone numbers and address are on the facing page.

Let's communicate!

Bogart wins All-Army run

The story on page 33 has a happy ending. Late word was received by the **Journal** that MSgt. Chris Bogart placed first in the senior division of the All-Army Marathon of the Americas in Panama. He was also a member of the first place three-man team.

INS COM *Journal*

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San Francisco—

a city that represents fun and pleasure, a colorful history, tantalizing foods and spectacular sights—waits for you to be assigned there. Members of the Counterintelligence/Signal Security Support Battalion at the Presidio of San Francisco express their views and experiences.

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Cover photo by Capt. Richard M. Caldwell,
CI/SIGSEC Support Bn., Presidio of San Francisco.



OPFOR: Know your enemy

by Jim Coles III

Sp4 Gary T. Stewart inspects a Soviet T-54 tank.

Units

Opposing Forces training (OPFOR) in the U.S. Army is a relatively new plan based on an old maxim: "He who knows his enemy stands a better chance of defeating that enemy."

More than two dozen Army installations worldwide have some sort of OPFOR program, usually involving exposing American soldiers to equipment and doctrinal practices of Soviet, North Korean and Warsaw Pact forces.

But since the American Army isn't plugged into these other nations' military supply systems, obtaining equipment to train on is often difficult and maintaining what we have is a mechanic's nightmare.

According to Capt. Ned Libby, commander of Co. B, 11th Military Intelligence Bn. (TI), OPFOR was established about five years ago to give soldiers an understanding of the kinds of equipment and tactical methods they may face on future battlefields.

"Since most of that (equipment) will probably be of Warsaw Pact origin, that is our focus," Libby said.

OPFOR training is conducted in several ways, Libby said, because the Opposing Forces regulation is written so as to give local commanders near total freedom in developing the best program to suit their mission needs.

At Fort Ord, Calif., for example, soldiers assigned to OPFOR training are immersed as a platoon in Soviet-style training. They wear uniforms similar to Russian uniforms, eat Russian-style meals and train with Russian and Warsaw Pact weapons and equipment.

At other posts, OPFOR training is done as a series of lectures and briefings, but one thing remains constant—American soldiers get to see, touch and use the other side's equipment.

One of the 11th MI's missions is to make sure that weapons, vehicles and other kinds of equipment are available and serviceable.

"Having the equipment available is important to our soldiers because it lets them see that this soldier and his equipment aren't 10-feet tall and that we can defeat them," Libby said.

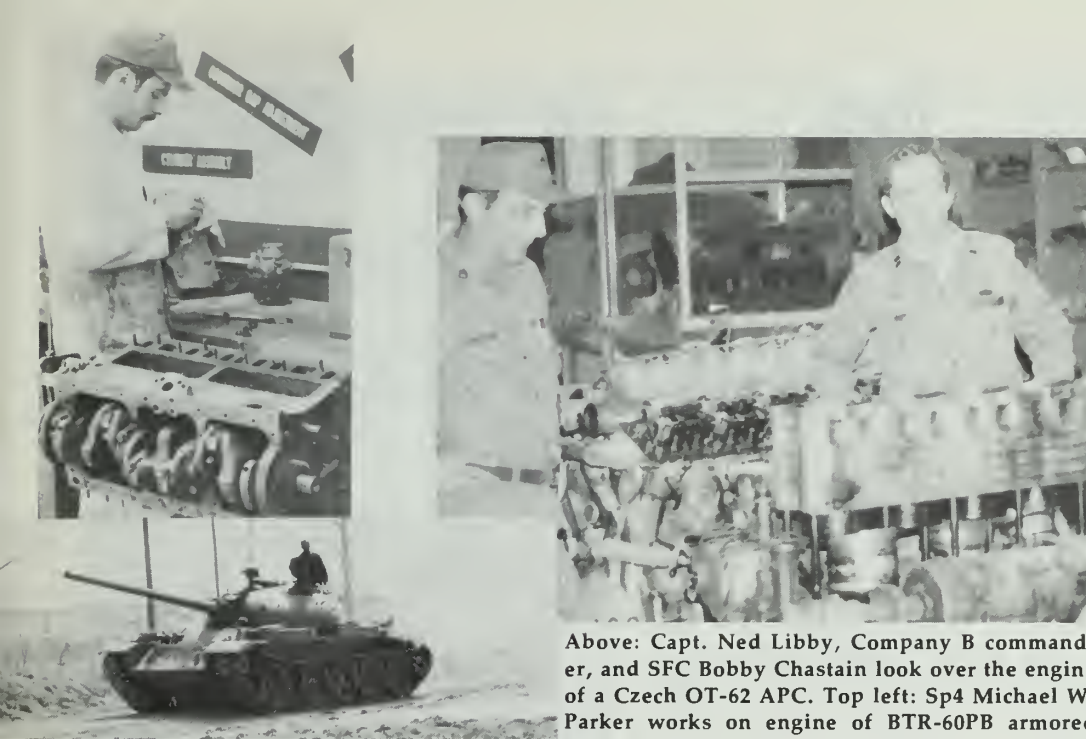
Unlike a company of the 11th MI, B Company isn't a technical evaluation unit. "We prepare the equipment. We are maintainers, although we do quite a bit of work with technical intelligence organizations and with the other services," he said.

Maintaining the equipment is no small affair. The battalion is responsible for supporting some 40 vehicles including tanks, armored personnel carriers, trucks and jeeps used at APG and at OPFOR units. They also maintain and support more than 2,500 small arms and crew-served weapons.

"Within the program, we have T-54 and T-62 tanks, APCs, PT-76 light, amphibious tanks and other vehicles. We keep about 1,150 small arms here and have more than 1,500 in the field.

"Some were in very good condition when we got them and could be driven away or fired. Others were very badly damaged. A lot of what we have was abandoned on the battlefield," Libby said.

Much of the equipment was collected in the Middle East after



Above: Capt. Ned Libby, Company B commander, and SFC Bobby Chastain look over the engine of a Czech OT-62 APC. Top left: Sp4 Michael W. Parker works on engine of BTR-60PB armored personnel carrier. Bottom left: T-54 gets a work-out at Aberdeen Proving Ground.

the last great war there in 1973, and battle damage to some of it is quite extensive, Libby said.

One of the major aspects of the B Company operation is repairing the equipment. Since they can't call Moscow or Peking and order spare parts, the unit has acquired a wide stock of spares by cannibalizing vehicles which were too badly damaged to be repaired.

Some repair work is done by contract with firms specializing in repairing unserviceable vehicle components, but much of it is done in the unit depot repair shop.

"We can return to service items that would be washed out in our Army.

"But with these repairs, it's important that we retain the original characteristics of the equipment, such as the engine's sound. That way, our soldiers will know what a T-54 sounds like, and they'll know, after their training, what its limitations are and how it might be defeated.

"Our maintenance personnel have even been able to adapt some U.S. component assemblies to work in Soviet equip-

ment, just as a way to keep them running when we can't get parts," he said.

Libby's company is divided into sections. One of these, the Training, Test and Evaluation (TT&E) section, is made up of the more experienced maintainers who attack tough problems, such as adapting U.S. components for use on the equipment. They also conduct several kinds of training programs for OPFOR maintainers from other posts.

The Foreign Material Depot Shop handles maintenance at levels on this foreign equipment and works closely with ideas developed by the TT&E section. Many of the ideas engineered by TT&E come from the personnel working on the shop floor.

The Central Inventory Control Point, the only one of its kind in the U.S. Army, maintains a stock of several thousand parts in a warehouse.

And, the Foreign Weapons Repair and Training section fixes and maintains small arms and artillery acquired for the program, as well as training OPFOR cadres from other posts in maintenance and use of them, Libby said.

"Our guys here aren't pre-trained on Soviet equipment. There should be an MOS for it, but there isn't. We do our own training here, mostly hands-on training. It takes about six months to learn a single Soviet vehicle and up to two years to learn all the systems we have, because we have very few of their manuals and no parts catalogs.

"We have very special people here. They've taken a lot of time and put in extra work to learn this equipment and they learned the value of OPFOR and what it can do for our soldiers.

"It's hard work. They have to deal with equipment that breaks down when there are no spare parts to fix it with. They have to think in this job and come up with solutions to tough problems. This doesn't come easy. They have a right to be proud," Libby said.

But if the program is hard on the soldiers assigned here, it has many benefits for soldiers who may face Warsaw Pact equipment in the field.

"OPFOR started as an equipment recognition program, but a


fallout from the program is that many American soldiers can now shoot, drive, use and maintain this equipment. In the event of battle, much of that equipment can be captured and later used against its former owners.

"Also, there may come a time when a soldier would need to use a Soviet weapon, such as if he were out of ammunition or cut off from resupply sources. That gives him an advantage.

"And in battle, the few seconds lost on trying to recognize the enemy can mean the difference between life and death, victory and defeat. This program gives our soldiers an edge," Libby said.

One of the things that makes maintaining this equipment difficult is that Warsaw Pact vehicles are often totally different from their U.S. counterparts. Tanks, for example, in Warsaw Pact forces are water cooled, while U.S. forces have air-cooled engines in their tanks. Where U.S. systems are designed for easy maintenance, Soviet equipment is often designed to be more rugged, though more labor-intensive in repair and maintenance.

"The Soviets tend not to throw anything away," Libby continued, "The T-54, for example, is still used in reserve in client nation units, and the T-62 is still in front-line units, though both are old.

"Their equipment, both in design and manufacture, sometimes shows relatively poor quality control by our standards, but it's designed to do the job they want it to do. Our equipment is designed and built to be as near perfect as we can get it, including doing a lot of finish work that the Soviets don't think is necessary. But on things that have to be nicely finished, they build that finish in, for example, on gun barrels and optical systems. Some of their stuff would be crude by our standards, but it does the job," Libby concluded. 

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Units

Today's game; tomorrow's war

by Chuck Imel

Two enemy tank divisions have begun their march westward through Germany. U.S. forces rush to engage the advancing enemy. Their mission: to delay the aggressors for 24 hours.

So far, this encounter has yet to occur. It hasn't happened in Europe. But it has happened at Aberdeen Proving Ground through a modern officer training and development program used at the 11th Military Intelligence Bn. (MI), called war gaming.

The game is played on a board, with officers from the battalion's A and B companies playing enemy army roles, and officers from the Headquarters Company acting as U.S. forces.

The current war game scenario pits two enemy tank divisions against one U.S. mechanized infantry division and an armored cavalry regiment. Enemy goals in the game center around driving through U.S. forces and exiting the game board.

U.S. objectives in the game are to delay advancing forces and prevent their exiting the board, according to Lt. Col. John H. Prokopowicz, 11th MI Bn. commander. While Prokopowicz and other skilled gamemasters such as Maj. Warren P. Haugen, executive officer, and 2nd Lt. Duncan M. Lang, don't participate in the game, they act as moderators to help novice players and ensure that rules of doctrine and U.S. and potential ag-

gressor military practices are followed in the game.


According to Prokopowicz, one of the major benefits of the game is that officers, regardless of rank, may play leadership roles which often far exceed their actual ranks and normal leadership roles. Captains lead divisions and brigades, while lieutenants maneuver opposing divisions, regiments and brigades.

"The purpose of war gaming is to expose everyone to varying situations at all levels of command," Prokopowicz said.

The game consists of nine moves for each player, with each move representing one week of battlefield activity. Other factors, such as weather and visibility, are figured into the moves to add realism.

Victory in the game is determined by how many enemy units are able to move off the board by game's end, Prokopowicz explained.

Other factors in deciding victory, and the degree of victory, include how early in the game advancing forces are able to move off the board and in what strength.

Prokopowicz assumed command of the battalion last December and brought war gaming with him as a means of providing an interesting way of developing desired leadership traits in junior and company-grade officers. 

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USAREUR Soldier of Year from Berlin

Sp4 Sherri J. Lynch, USAREUR Soldier of the Year, concentrates on repairing a teletype machine.

FIELD STATION BERLIN, Germany—"Oh wow, I did it," thought Sp4 Sherri J. Lynch, USACC, Field Station, Berlin, as she nervously listened to the announcement. She had just been selected USAREUR Soldier of the Year.

Lynch, who was named the Association of the United States Army, Berlin, Soldier of the Year earlier this month, represented Berlin in the USAREUR board held in Wiesbaden. Twelve soldiers, 10 men and two women, from throughout Europe were there to compete for the title.

"It was a short board," said Lynch, "and I thought it was easier than the one here. The questions were military related, but weren't basic soldiering questions. They asked a lot of things to which there weren't definite answers. They were looking for our opinions and what kind of thoughts we could pull from our heads."

Following the initial question-and-answer period in front of the board, Lynch said she felt confident she'd done well.

"I thought I did well, but from talking to the other individuals

here I knew they were excellent soldiers. So, I was prepared to lose, too."

It was a nervous group of soldiers who filed back into the board room to hear the final results. President of the board CSM Walter V. Krueger, USAREUR sergeant major, reviewed the questions soldiers were asked, gave them the answers the board had been looking for and presented their comments on how each individual had done in the competition. With the review over, the nervous soldiers braced themselves for the final outcome. Krueger named Lynch the new USAREUR Soldier of the Year.

Lynch remembers that, "Oh, wow, I did it," kept going through her head, but added, "it wasn't like I couldn't believe it, but I was pleased with myself and a little surprised."

Because of the high caliber of soldier represented at the board she still isn't sure why she was chosen over the others, "unless it was my speech and the way I answered my questions." From a conversation with the sergeant major, she understood that was

the main thing they were looking for.

Lynch received a hero's welcome at the RTO. The band was playing as she got off the train, and Brig. Gen. John E. Rogers, Berlin Brigade commander, was on hand to congratulate her.

She admits she was surprised by the welcome, but not as surprised as her husband. Said Lynch, "He hadn't heard the news yet and couldn't figure out why all of the people were at the RTO!"

Lynch will represent USAREUR in the national AUSA convention to be held this fall in Washington, D.C. She's relieved that this time there'll be no boards although she found them to be a great learning experience.

"The best thing about going before the boards was all of the information I gained," she said. "You take it for granted you know a lot of the information in the study guide, but you really don't. All soldiers could benefit from standing a Soldier-of-the-Month board. I'm glad I went and feel I'm a better soldier."



66th MI Group Soldier of Year

by P. J. O'Connor

Sgt. Adam Maldonado has been named 66th Military Intelligence Group Soldier of the Year. NCOIC of the Security Section, HHC, 2nd MI Bn., he won the title over eight other soldiers.

"I feel very fortunate to be the 66th Soldier of the Year," the Laredo, Texas, native said. "I wanted to do it because I feel it will help me in having an edge over my contemporaries in getting promoted.

"I highly approve of soldier-of-the-month boards because it is a great learning process and helps supervisors to better be able to help their soldiers on the battlefield," Maldonado said.

"One of the reasons why I made it is because of the tremendous help I received from MSgt. Joe Pinedo and SFC Bill Tucker. They helped me study and prepare for the board."

Speaking about the modern Army, Maldonado thinks "the new PT program is a bad change because there're only three areas being tested on."

"I don't think these three areas help to keep all of our muscles in shape," he said. "I think someone could pass the PT test and still be out of shape.

"However," he continued, "I think the Army's worst problem is the Enlisted Promotion Point System. I think we should get rid of the cutoff scores and promote by merit. A lot of good sol-



Sgt. Adam Maldonado

diers don't get promoted in this system, and a lot of soldiers who don't deserve it get promoted just because their cutoff scores are so low."

Maldonado, who enjoys basketball, tennis and running, has two Good Conduct Medals and one Army Commendation Medal. He and his wife Maria live in Pirmasens, Germany.

Soldier of Year at 527th MI Bn.

66th MI GP, Germany—Sp4 Melody L. Harvey, 527th Military Intelligence Bn. Soldier of the Year, was born in Ann Arbor, Mich. Her family moved to Tucson, Ariz., when she was six weeks old and later to Chico, Calif., where Harvey attended Pleasant Valley High School. Active in many activities during her school days, Harvey graduated with honors in 1970. She continued her education at Butte Junior College and California State University in Chico.

In fulfillment of a desire dating back to her high school days, Harvey enlisted in the Army's Delayed Entry Program in December 1974, and entered on active duty for two years in April 1975. She got off to a flying start

by receiving a Certificate of Merit and accelerated advancement to Pvt. 2 for completing basic training without having to be retested on any phase. She attended Telecommunications Center Specialist Advanced Individual Training and was promoted to PFC for finishing in the top 10 percent of her class.

Harvey was assigned to the 527th in October 1975 where she received on-the-job training as a radio teletype operator and completed the Radio Teletype Operator Correspondence Course.

During her initial tour with the 527th, she met and married a member of the U.S. Air Force, which was a major factor in her deciding not to remain in the Army. Afraid she would not be able to secure an assignment near her husband, she left active duty in November 1977 and accompanied him to California. She enlisted in the Army Reserve for a one-year period and was assigned to the 49th Medical Bn., Los Alamitos, Calif., as a communications center specialist.

Upon expiration of her enlistment, she reenlisted for a period of three years and was reassigned to the 489th Light Equipment Maintenance Co. in San Bernardino, Calif. There she received training as a personnel actions specialist. She was promoted to sergeant and made unit reenlistment NCO after attending a Retention NCO Course.

Harvey reentered the civilian job market as a tax consultant for a small accounting firm. At the conclusion of the tax season, she went to work as a data terminal operator for a firm engaged in the manufacture of recreational vehicles and mobile homes. In less than a year, she had worked her way up to secretary of the Consumer Affairs Department, a position she held until her return to active duty. Concurrently she attended Riverside Community College

under the GI Bill, graduating with merit in January 1980 with an associate's degree in business administration.

Harvey's husband was assigned to the Kaiserslautern area in late 1979. Feeling confident she would be able to secure an assignment near him, she reentered active duty as a PFC in March 1980 and attended formal training as a radio teletype operator at Fort Gordon, Ga. While at Fort Gordon, Harvey was selected student Soldier of the Month of the 2nd Bn., 1st Training Bde., for June 1980.

At her request, and with the assistance of battalion personnel who remembered her, she was reassigned to the 527th last July.

Apprentices develop trade skills

by Steve Howe

FIELD STATION AUGSBURG, Germany—Competitiveness in today's job market is equitable with experience. Often, the rationale for not serving in the military is the hesitancy of leaving the civilian job market for several years. In 1976, the Army Apprenticeship Program was created to recognize skill development in certain technical and maintenance occupational areas, and to counter some of the claims that military service is "lost time."

Participation in the apprenticeship program allows participants to document their work experience and, upon completion of their individual programs, receive Apprenticeship Certification. Army Apprenticeship Program managers believe

participation in the program is mutually beneficial to the Army, private industry and individual soldiers. The Army gets well-trained, motivated soldiers for as long as it keeps them; industry gets more people in its pool for registered, skilled workers; and the individual, because of documentation of Army-acquired skills, may have a better opportunity for employment when leaving the service.

Two soldiers assigned at U.S. Army Field Station Augsburg were recently awarded Apprenticeship Certification. Sp5 David DeHave enrolled in the apprenticeship program for the trade of electronic communications technician. To receive certification, DeHave completed 7,000 hours of work as well as 504 credit-hours of related classroom/correspondence instruction. An average work-year is about 2,000 hours. DeHave was responsible for some 3½ years of program management, including maintaining monthly logs on hours of work and insuring that work processes completed met required skill levels. DeHave completed requirements for the program in October.

Sp5 Valerie Scott enrolled in the apprenticeship program for the trade of cook in January 1979. To meet certification requirements, Scott completed some 6,000 hours of work experience, as well as 432 credit-hours of related classroom/correspondence instruction. Scott's program presented a particular challenge. Whereas the majority of programs maintain five to 10 work-process areas, the 94B (cook) must satisfy the 6,000-hour requirement in 23 separate work-process areas. Scott completed requirements for her program in September 1980. In addition to her certification, Scott was recognized as one of four women Army-wide to have completed an Army Apprenticeship Program.



U.S. Army photo by Pvt. 2 Tim Hanks

SFC I. E. Jahn, NCOIC of the Gablingen Dining Facility, and Sp5 Paul Lincoln review the day's menu.

Augsburg food wins 'General's Best'

by 1st Lt. Stephen DeVito

Food service personnel assigned to Field Station Augsburg's Gablingen Dining Facility have won the coveted Commanding General's Best Dining Facility award. They also earned the right to represent INSCOM in the annual Philip A. Connelly competition for excellence in food service in the Large Dining Facility category. The winner of the Connelly award will be the dining facility judged to be the best in the Army in its category.

A complete renovation of the Gablingen facility's dining area is currently underway. Because of the significant interest and support of many elements within the field station, customers soon will be dining in a completely redecorated facility. Some of the improvements include a new color scheme, new draperies and special lighting based on a renovation plan designed by a professional architect. Although there may be some temporary, unavoidable inconvenience during the renovation period, the end product will be a fresh, inviting atmosphere for dining.



Before Yorktown . . .

Battle of the spies

by Lt. Col. Gordon T. Bratz

Part I

There was the "Culper Spy Ring." There was "The Lady" who was also called "355." And General George Washington was known as "711."

Even before a shot was fired at Yorktown, Virginia, in September 1781, the Continentals and British engaged in a fierce battle of spying in New York.

Although both sides engaged in espionage, deception and intelligence collection nearly from the start of the Revolutionary War, these traits of warfare were raised to the level of fine art and the commonplace by 1778.

In June, Clinton's British Army marched out of Philadelphia to New York. Washington, 20 miles away at Valley Forge, did not receive a forewarning. His intelligence system was limited. This blunder did not give him the opportunity to catch the British at a time when their army was divided by the Delaware River. But, it was the last important time Washington would be surprised by the lack of intelligence about the enemy.

In September 1778, Washington directed one of his generals to "engage some of the inhabitants between him and the

enemy to watch their movements and apprise him of them to prevent surprise." By the end of the year, the Americans had a substantial intelligence collection effort going in Manhattan and Long Island.

One of the most daring and successful spy operations was organized by Maj. Benjamin Tallmadge, 2nd Continental Dragoons. He recruited two men who were the central characters in the "Culper Spy Ring." The ring became a model for its time. It served in absolute secrecy and gave abundant, accurate, detailed and valuable information to the American Army.

Abraham Woodhull in Long Island and Robert Townsend in New York were the principal agents. Their code names were "Culper, Sr." and "Culper, Jr." respectively.

Townsend, who had relatives in Long Island, was a merchant and a journalist of sorts who wrote news slanted in favor of the British for the *New York Gazette*. He had plenty of opportunity to associate with the British, and ample freedom to travel be-

tween New York City and Long Island.

The publisher of the *Gazette* was another American agent (though Townsend did not know that) named James Rivington. His most important achievement of espionage was that of stealing the British Navy's secret code book, which was passed by American Headquarters to French Admiral de Grasse. It was his fleet which would defeat the British Navy off the coast of Yorktown two years later.

Rivington also operated a coffeehouse. Townsend and many British officers frequently gathered at the coffeehouse. There, in friendly, pro-British atmosphere, talk among soldiers was free . . . and valuable to the Americans.

In the beginning, the information collected by the Culper Ring was sent to Washington uncoded, unenciphered and in ordinary ink. But Washington learned that a "secret" ink had been developed in England some six years earlier by Sir James Jay, British brother of John, a member of America's Continental Congress. Washing-

Secret codes, secret inks



ton mentioned the ink in a letter dated April 30, 1779: "It is in my power, I believe, to procure a liquid which nothing but a counter liquor (rubbed over the paper afterwards) can make legible. A letter upon trivial matters of business, written in common ink, may be fitted with important intelligence which cannot be discovered without the counter part, or liquid here mentioned." The Culpers began using the "secret" or invisible ink by the end of May.

Although they wrote messages in a number of formats, Washington suggested they write about business or family matters in visible ink and use the "secret" ink to write their intelligence reports in between the lines and in the margins.

Later, codes and ciphers, or decoding methods, were devised by Tallmadge and recorded in three books, one for himself, one for Culper, Jr. and one for Washington. There may have been a fourth book for Culper, Sr.

Another member of the spy ring was known as "The Lady," a well-to-do, socially connected woman who fell in love with

Townsend. She undoubtedly could move about social circles which included senior British officers, and there is reason to believe she obtained information about Maj. Gen. Benedict Arnold's treason at West Point.

In addition to keeping tabs on the British in New York, the Culpers also discovered and reported the existence of a British counterfeiting operation which depressed even further the collapsing American currency. And they prevented the British from interfering with the arrival of a French naval squadron and 5,000 troops commanded by Lt. Gen. Comte de Rochambeau at Newport in early July 1780 to reinforce the Continentals.

Culpers' courier arrived at the American headquarters with news of the landing just ahead of the British courier who was bringing the same news to his headquarters. The landing was a perfect time for the British to attack. The Americans knew that, but neither the Americans nor the French armies were strong enough by themselves to defeat the British. Lt. Col. Alexander Hamilton, an aide to Washington, developed the invisible ink

and dispatched a message of warning to Rochambeau's forces. And then it is said that Washington conveniently managed to have some "secret" papers captured.

The papers clearly showed that the Continentals planned to attack the British on Manhattan Island. Armed with this intelligence, the British hastily changed their plan. They did not move against the French landing at Newport. Such a deception meant that a victory had been won by the allies without a fight.

Not incidentally, the names of the participants in the "Culper Spy Ring" remained a mystery until 1931. And, to this day, we do not know the name of "The Lady" or agent "355." But it is clear that successful intelligence and counterintelligence operations by the Americans made the future victory at Yorktown possible.

*Author: Lt. Col. Bratz is editor-in-chief of **Soldiers** magazine. Part II of his story will appear in the July issue of the Journal.*

Make your team more effective

by Maj. Jay Tate

At 9 a.m. on March 2, 1980, SFC Bill Smith called the Organizational Effectiveness Office.

"Major Jones, I attended the Leadership and Management Development Course your office presented last September. I was impressed by the pitch Bill Taylor gave concerning the assistance OE can give supervisors such as myself."

Smith went on to say he'd like an appointment with the major to further discuss the subject. Jones agreed and the two met the following day, along with Taylor.

During the meeting, Jones and Taylor learned Smith was a team chief at Field Station Zebra and supervised three trick chiefs. The trick chiefs supervised a total of 60 enlisted people. The OE management consultants (OEMC) were told that the majority of the soldiers were operations people, with a few functioning as intelligence analysts.

Smith stated that five big problem areas were facing him. He had not been able to get to the root of these problems which included an inordinate amount of sick calls, soldiers continuously arriving late to positions, a feeling that the soldiers weren't putting themselves into the

work because they had not been very vocal for almost four weeks, and equipment downtime was increasing due to little things such as knobs being twisted off sets and broken wires on the patch panels going unreported for consecutive days.

The OE consultants learned Smith took over the team about three months before his request for assistance. Capt. Fields, the operations officer, told the sergeant that the team was doing OK, but he felt they could produce a lot more than they had been doing under the former team chief. Fields further indicated that his displeasure over the amount of work being produced was a prime reason for the former chief being transferred to group headquarters.

After understanding the team chief's concerns, the two OEMCs decided they might be able to assist Smith in determining the cause of the problems. The consultants stated that before working with Smith, he would have to agree to several things, including an understanding that the OEMCs did not function as "head hunters" so as to reveal to Smith who was causing problems, and that Smith would have to commit

Army Chief of Staff General Edward C. Meyer said in a 1979 interview, "The Organizational Effectiveness concept is going to be important as we design the Army of the future. As our Army has fewer people in it, the ability to relate to subordinates, the ability to get the maximum out of every individual and every piece of equipment will become more important. This will be particularly true in years of reduced resources such as dollars and manpower."

Getting the most and best out of what we've got is what the OE concept is all about. The scenario described on this page is a typical example (straight from life) of how OE can work for you and with you.

In addition to its headquarters OE staff, INSCOM has OE officers and teams at Field Stations Augsburg and Berlin, the 66th MI Group in Munich and Vint Hill Farms Station, Va. The 501st MI Group OE team in Korea will be operational this summer. Commanders without OE teams may request OE

himself personally to an action deemed necessary to solve the problems. Smith would have to permit the OEMCs to interview the trick chiefs and the rest of the nonsupervisory personnel in order to gather data related to the problems the team chief outlined. Second, Smith would have to agree to sit down with the OEMCs to discuss all the findings and analyze them to determine the causes of the problem areas. As a third step, Smith and the consultants would then plan some activities which would involve his trick chiefs and a few selected members of the work force. These activities would be targeted to eliminating the cause of the problem areas surfaced. The first activity would call on Smith to brief his entire team about the results of the data gathering by the OEMCs. The remainder of the activities would be determined once the interview data had been analyzed to reveal problem areas.

By the end of the next week, the OEMCs had interviewed all three trick chiefs individually and the remainder of the work force in three groups. The data was analyzed by the consultants who then briefed Smith. He

services from those who do have them.

What can OE do for you? INSCOM's FY80 report to the Army Chief of Staff listed the following major areas in which the command's OE program was involved: retaining shortage MOS (Example: 97B), formulating organizational goals and objectives, assisting newly-assigned major command and staff heads to make effective transition to their jobs, completing organizational redesign, developing major staff team work and effectiveness, and improving the quality of life for INSCOM soldiers.

As a result of OE-designed and implemented activities focusing on these major areas, significant achievements were realized. For example, the average processing time of application for MOS 97B was shortened by about four months, a successful promotion effort was conducted to interest more soldiers in applying for the MOS, and the total number of newly-trained 97Bs has been projected to increase by 20 percent annually.

In the area of retention, the OE Office de-

signed and implemented actions which increased retention of first termers by 3 percent and careerists by 9 percent. Overall, INSCOM achieved 100 percent of its monthly retention goal in January 1981, a first in INSCOM's history.

If you are a commander, manager or supervisor who has not explored the use of an OE team, you are missing one of the best opportunities you will ever have to discover some really interesting and fresh approaches to making ours "A More Effective Army."¹

¹ The motto of the OE Center and School, Fort Ord, Calif.

Author's Note: Additional information about OE and how it may be used by commanders, managers and supervisors is available by contacting any of the OE teams mentioned above. INSCOM Headquarters OE consultants are Maj. Jay Tate or Capt. Bill Taylor, Autovon 222-6890/5911. You may also write INSCOM Headquarters, ATTN: IAPER-M(OE)

learned there was an overall perception by the work force that Smith was an untimely, indecisive decision-maker and had taken all authority away from the trick chiefs. The result was that unless they went directly to Smith, neither the teams nor the trick chiefs could make decisions affecting personnel or the mission. Further, Smith would tell one person one thing and another something else concerning the same subject, causing considerable confusion. The teams saw Smith as "always looking over my shoulder" and "by-passing my trick chief, and giving me instructions that conflict with those of the trick chief." The teams also indicated they were happy among themselves, thought the equipment was much better than that used in school and enjoyed the chain of command under the former team chief.

At the end of the briefing, Smith remarked that his management style must obviously be wrecking the team. Once Smith was able to make light of the real cause of his problems, he and the OE team were able to work on activities to correct them.

Three activities were planned to accomplish this. The first was

a briefing by Smith to all of his team personnel, advising them he had been told of their anonymous comments, that he was sincere in accepting personal responsibility for the current team posture, and he would change his management style.

The second activity was a "role clarification and expectations" meeting between Smith and his trick chiefs. The meeting produced a mutually agreeable chain of command, an understanding of each person's responsibilities, the type of behavior each person on the supervisory team expected from the other, and an overall new beginning for an effective management team.

The third activity again brought Smith and his three trick chiefs together to discuss and determine what goals needed to be accomplished for the next six months. These goals became the management road map and were communicated to every member of the trick.

Four months later the OE team returned to Smith's team to conduct an evaluation, or follow-up, to determine the effect the recommended activities had had on the teams. Interviews were conducted to gain member

perceptions, and the OEMCs found that: Sick calls had dropped completely. Smith was perceived by the teams to have "really made a turnaround and not a bad leader after all." Operators were reporting equipment problems, and not one knob had been "twisted off." Trick chiefs indicated that their morale had risen 100 percent because their soldiers were producing and happy about their work. Finally, Smith reported that Fields, the operations officer, had commended the team for its "new sense of professionalism."

Smith called all of the team together once again, gave them the evaluation reports and thanked them for their efforts. Both Smith and the two OEMCs smiled as the entire team gave Smith a roaring ovation for the work he had done toward pulling them together.

Where is Field Station Zebra? Somewhere in INSCOM anywhere. Is there a Sergeant Smith? Places and names aren't important; obviously, they represent many spots and persons here. What is important is that organizational effectiveness is a self-respecting, positive, proven way to make even a great group better . . . and it's free for the asking.

Command is in new hands



By Sp4 Craig Jentink



By Sp4 Craig Jentink



By Sp5 Kim Ferrier

Maj. Gen. and Mrs. Albert N. Stubblebine III

Assumption of command at Arlington Hall

Top: INSCOM's CSM Douglas B. Elam takes the command flag from the color guard. Left center: Maj. Gen. Stubblebine (right) accepts the INSCOM flag from Lt. Gen. James M. Lee, Director of the Army Staff. Bottom: From left, Lt. Col. Joseph C. Liberti, commander of the troops, Maj. Gen. Stubblebine and Lt. Gen. Lee review the troops.



By Ray Griffith



The following pages are dedicated to the Counterintelligence Signal Security Support Battalion at the Presidio of San Francisco. Quality of life on the post, the spice of life in San Francisco and the Bay Area, professional life in the battalion are all described here, both in words and in photos. We hope our readers will enjoy this section, and we invite you to use it as a permanent reference. We hope you are fortunate enough someday to be assigned in this most spectacular area.

San Francisco

Three flags over the Presidio

by Capt. Richard M. Caldwell

Although America was discovered hundreds of years before, leading world powers in 1776 were still trying to claim as their own this grand, lush land that in centuries to come would surpass the highest flights of man's imagination.

On the Atlantic Coast, American colonists were struggling to gain their independence from England. On the shores of the

Gulf of Mexico and at every strategic strong point inland from the mouth of the Mississippi, the lily banner of the kings of France floated precariously. On the Pacific coast, the Russians were moving south from their colony of Alaska to the vicinity of San Francisco, with designs of colonizing northern California. As a countermeasure, the Spanish rulers of Mexico sent parties

north into California to settle and fortify that which they felt belonged to them. Northernmost of the posts they established was the Presidio of San Francisco.

Thus begins the story of the Presidio, a garrison where territorial claims changed the flags which flew above its wall three times. The three banners to fly successively over the Presidio were the flags of the Spanish



conquistador, the flag of the Republic of Mexico and our own Stars and Stripes.

Now located on this historical post, the INSCOM Counterintelligence/Signal Security Support Battalion was activated May 1, 1946, as the 525th Military Intelligence Group (MIG) in Heidelberg, Germany. In July 1957 it was reassigned to Fort Meade, Md., where it remained until November 1965. It was then deployed to Vietnam and assigned to the U.S. Military Assistance Command, Vietnam.

With the end of the American military involvement in Vietnam, the 525th MIG was inactivated in March 1973, then reactivated on July 1, 1974, with headquarters at the Presidio, to replace the former 115th MIG. With the activation of INSCOM as a major Army command, the 525th MIG was reorganized in July 1977 as the 93rd MI Bn. (P) and subordinated to the 902nd MI Gp., Fort Meade, Md. In January 1978, the unit was given its current designation.

Commanded by Lt. Col. Dennis S. Langley, the battalion provides counterintelligence and signal security services to Department of Defense and Army elements in 13 western states including Alaska. Its 14 detachments and resident offices provide protection to sensitive projects, installations and activities. The focus of the battalion's concern is the Army's technological advances and doctrinal innovations.

Support is rendered by battalion offices in Los Angeles and San Francisco to the nation's largest concentration of defense

contractors. The battalion also supports large troop installations and combat development activities. Selected depots, depot activities, test ranges and proving grounds receive close and continuous support from battalion personnel to ensure our most sophisticated and lethal systems reach battlefields with their combat effectiveness undiminished by hostile collection or exploitation.

In meeting the challenge inherent in this ambitious mission, the battalion employs a full range of MI skills and techniques. Special agents throughout the battalion practice time-honored CI procedures and investigations. TEMPEST field tests and inspections are conducted to identify and preclude hazardous electronic emanations. Technical Surveillance Countermeasures (TSCM) teams travel extensively throughout the battalion area of responsibil-

ity. SIGSEC monitor and analysis missions are provided to fixed installations and joint exercises to assess the security of radio and telephone communications practices. Crypto facilities throughout the area, both Reserve Component and Active Army, are serviced by battalion inspectors. Finally, multi-disciplined teams encompassing many and, in some instances, all the skills noted above provide comprehensive evaluations of especially significant activities.

The battalion has formulated and operated with a full-time, dedicated threat-analysis team for over four years. Through its wide-ranging efforts, protection provided to Army materiel acquisition and combat developments processes significantly enhanced the nation's security and translated directly to the Army's tactical advantage on the battlefield. We are proud of our motto, "The Professionals." □



Headquarters building of the CI/SIGSEC Support Battalion as it looked in 1912.

U.S. Army Photo



Quarters for INSCOM servicemembers at Hamilton AFB in Marin County.



"All-ranks" NCO Club at the Presidio.

Photos by Capt. Richard M. Caldwell



Senior NCO quarters at the Presidio overlooking the Golden Gate Bridge.

Preview of Presidio duty

by Sgt. Maj. David P. Klehn

What can servicemembers expect when assigned to the Presidio of San Francisco? If you are married and want to live in the area with your family, you should write to your sponsor and ask about the quarters situation. If quarters are not available for over 30 days, you should consider waiting to bring your family until signing for quarters. Temporary housing, rental housing and real estate purchases are very high in the San Francisco area.

If you are single, you may live in permanent barracks or BEQs, depending on your pay grade. Also, depending on your grade, you may choose to live off post. San Francisco is a high-cost area and there is a large variable housing allowance for those who live off post. Government quar-

ters are also available at Hamilton Air Force Base, 20 miles north of the city in Marin County. Many soldiers live there because they have school-age children who are not used to big city schools such as those in San Francisco.

There are many events and activities available, both in the city and on post, for off-duty entertainment. A soldier can be assigned here for several years and still not see everything of interest in the area. The post has an all-ranks NCO club, multi-crafts shops, two theaters, two gyms and two swimming pools.

The Presidio is a post that has a number of headquarters-type units. There is only one tactical combat unit assigned, the 504th Military Police Bn., and there are no maneuver areas. Because of

this, the normal duty uniform is Class A or B.

The post is open to visitors, and there are numerous ceremonial, historical and commemorative events on post.

Letterman Army Medical Center is located on the Presidio. It offers excellent medical care to active duty soldiers, retirees and family members. Excellent dental care is also provided to active duty soldiers and retirees. There is a large retirement community in the Bay Area which uses post facilities. Because of the relatively small number of active duty soldiers assigned at the Presidio, they are often out-numbered by retirees in post facilities.

All in all, the Presidio is a post where quality of life is exceptionally good. □

San Francisco



San Francisco



Picturesque Victorian homes grace the streets of San Francisco— reminders of a bygone era.



Looking across the Golden Gate Bridge from the Presidio into Marin County.

Photos by Capt. Richard M. Caldwell



Left: The Hyde Street cable car, high above the Bay, looks into Alcatraz on its steep descent to Fisherman's Wharf. Above: Dungeness crabs, boiled on the spot at Fisherman's Wharf, may be bought whole or ready-to-eat cocktails.

City by the Bay:

Fabulous food; spectacular sights

Having settled into your new job at the Presidio, you'll want to get down to the serious business of enjoying San Francisco. There is so much to do and see right within a good walk from the Presidio. So, we'll start there.

If you're like most of us, you'll want to know where the foods for which San Francisco is famous can be found. Of course, sour dough bread is everywhere. You'll probably put on a few pounds within a short time for sampling that. Dungeness crabs can be bought in fish and supermarkets. But if you want to see and smell them while they are

being cooked—and eat them on the spot—head for Fisherman's Wharf. Start north out of Lombard Gate to Hyde Street. Make a left and go directly to the wharf. Watch the fleet unload their succulent cargo, go back to the street and gaze at the crabs being taken out of the cookers, then either buy them to take home or sit down on a park bench on the wharf and pig out. If you don't feel like tackling a whole one (there are a few tricks to cracking them) you can buy cups of the meat, with cocktail sauce, a "takeout" single serving of California wines or beer and you'll have a ready-made feast.

San Francisco



Ethnic restaurants are everywhere. You already know about San Francisco's Chinatown and Japantown. But right outside the gates of the Presidio are some of the best. To the east of the post in the Richmond District, try the eateries on Clement Street. There are Russian, Mexican, Chinese, Hungarian, Greek., etc., etc. Also, try Liverpool Lil's, right outside the Lombard Gate (it's really owned by a guy in New York). Good food and good company can be found there for it's a favorite with the Presidio lunch bunch—dinner, too. Union Street, just to the east of Lombard a few blocks, has some of the best eating—and shopping—in the city. It's especially popular with the singles crowd. And don't miss its annual street fair. Simply fabulous—and fascinating! Judging by the crowd there, the Deli, in a gorgeous Victorian mansion on the west side of Union, has some of the best food in town. Their sandwiches are big enough for two, and it's worth the price just to see the stained glass skylights—and the plants. They change them with the seasons—masses of red poinsettias at Christmas, brilliant chrysanthemums in the fall and a variety of spring flowers. Sidewalk cafes are all up and down the street.

On a rainy weekend, the Exploratorium right outside the Lombard Gate near the Palace of Fine Arts can provide hours, even days of fascination and fun for youngsters and oldsters alike. You don't have to pay anything to get in if you prefer, but a donation is gladly accepted. Of course, the Palace and its magnificent grounds are a "must see" for all. Children love to visit the lake to feed the families of ducks and geese which dwell there year around.

There is so much to do and see in Golden Gate Park, just a couple of miles east of the Presidio, it will take you days to see it all. Its more than a thousand acres, carved out of what was once wasteland, contain a huge variety of things to see and do. The Japanese tea garden is a riot of color in the spring when the azaleas bloom, but a spectacular sight at any time. The aquarium, planetarium, botanical gardens, both inside and out, museums and art galleries provide days of pleasure and recreation for all ages.



Fisherman's Wharf

Don't miss seal rocks and all the fun at Cliff House just south of the Presidio along the shore. There's magnificent scenery there, as well.

No story about sightseeing around the Presidio would be complete without mentioning Marin County across the Golden Gate bridge. There's nothing like an afternoon of shopping—and just looking—in Sausalito. You can literally stand back and look at San Francisco from there. The shops are not to be believed, and boats are everywhere. One of the most unique communities in Marin County is just north of Sausalito—the houseboat people. All sizes, shapes and styles of houseboats may be found there. They, the occupants, have had a running battle with civic authorities through the years. Developers would love to get their hands on that expensive bay-front property.

While you're in Marin, go a little farther north and visit Muir Woods at the headlands of the Golden Gate. Walk under the majestic redwoods, some of which stand 240 stately feet high.

Still a little farther north on the Pacific coast is Point Reyes. Stinson Beach, a favorite in the summer for picnicking—even bathing if it's warm enough—is in the area. But the scenery is magnificent.

This space could not contain a fraction of what there is to see and do in the Bay area. But as long as you are there, just enjoy—and enjoy! □

By Capt. Richard M. Caldwell

Grass is greener here

by Dan Morris

There's always that one rare assignment where the grass is truly greener on the other side of the hill. For me, this rare assignment is the Presidio of San Francisco. Located at the southern end of the Golden Gate Bridge, the Presidio is a historical showplace. With its panoramic view of the bay, shady wooded areas, manicured lawns and scenic winding roads, the post is loveliness at its best. Few places in the Army are so "le beau ideal."

Every post has its own ambience. The Presidio's environment is one which can best be described as deliberate, traditional, but not accelerated. The hustle and bustle associated with larger, conventional posts seldom surface at the Presidio.

Much of Presidio's family housing is an expression of time-honored stateliness. There are large, two-storied homes, many built before the turn of the century, which blend into landscape bedecked with flowers and ivy. This scenic beauty has caused many tourists to slow down and gaze while driving through this, the most beautiful of all active Army posts.

As a former "line" soldier who has experienced many drab duty stations, I can more readily appreciate the San Francisco Bay Area as a "choice" assignment. A short stroll from the San Francisco Resident Office puts me at the water's edge where I can see the Golden Gate Bridge, Alcatraz Island, a continual array of sail boats and sheer cliffs which rise from the sea to over 400 feet—all in one sweeping glance.

It didn't take me long to get caught up in the jogging phenomenon which seems to be everywhere in the Bay Area. There are days when I jog from Fort Scott, the home of the INSCOM Presidio battalion, down to Fort Point, beneath the southern end of the Golden Gate Bridge, and then along the shoreline to Fort Mason which is adjacent to famous Fisherman's Wharf. An even more breathtaking route is to jog across the Golden Gate Bridge, a distance of four miles round trip.

One thing that will catch a newcomer's eye is the inordinate number of ships that pass under the bridge every day. The variety of sailing craft, as well as naval and merchant ships in view, is manifold. The scene is more than enough to allow long-forgotten childhood fantasies of the sea to surface.

All this takes a back seat to being a special agent in the San Francisco area. There is work to

be done and plenty of it. There are installations to visit, commanders to brief, meetings to attend and, of course, reports to write. The full scope of the counterintelligence MOS is employed within the San Francisco Bay Area, to include extensive liaison with local, state and federal agencies.

Paramount to this beautiful backdrop of gloss and polish of yore is the mission of operations security (OPSEC). This, of course, is the CI agent's bread and butter. There's an infinite variety of OPSEC tasks to be accomplished which makes this assignment even more challenging.

Additionally, I'm extremely fortunate to be assigned to a battalion with the style of leadership conducive to mission accomplishment. The professionalism of all members of this unit far exceeds that of any other assignment I have had. □

By Capt. Richard M. Caldwell



Headquarters of the CI/SIGSEC Support Bn.

San Francisco



Golden Gate runners

by Sgt. Maj. David P. Klehn

While visiting San Francisco in 1977, I noticed there were a lot of runners on the hills, streets and waterfront of the city. I yearned to run along the waterfront, but there was not enough time during my visit.

In August 1980, MILPERCEN notified me my next assignment would be the Presidio of San Francisco. My first thought was that I would be able to run in a city which hosts a huge number of runners.

I don't mean by this that I'm an exceptional runner; I'm an average runner of local races

from five to 10 miles to beat my personal best times for those distances.

San Francisco is full of runners like me. The magazine "Runners' World" has begun printing a special monthly edition for runners in California.

I run my daily workouts from the Golden Gate Bridge along the waterfront to Fort Mason and back. Along the way I pass many men and women running to Fort Point located under the bridge. Sometimes during my runs, I see the noted 73-year-old Walt Stack who has appeared on several nationwide television shows because of his running feats.

Several members of our battalion are preparing for the 70th Annual Bay-to-Breakers Run which will have a field of some 25,000 runners, a new record for participants in one race. It is a 7.6-mile run from near the Oakland Bay Bridge, through San Francisco, to the Pacific Ocean at the end of Golden Gate Park. There are a few serious runners who will start at the front of the pack. Most, however, run in the race because it has become a social event for the city. Some groups run as six-packs of a well-known beer, others in tuxedos, and some in their birthday suits. The members of this battalion, needless to say, will run in the usual running garb—shorts, T-shirts and shoes. □



By Capt. Richard M. Caldwell

Battalion members jog by the Bay.



By Capt. Richard M. Caldwell

Ruth Thomas at work.

Her 'choice' assignment

by Ruth Thomas

Upon my acceptance into the MOS 97B program, a problem had to be tackled: what assignments were available and where would I like to be assigned. My decision was to request the West Coast; San Francisco, the city of my choice. I called Assignments Branch and put in my request. They said, "YES!"

In May 1980 I found myself in the center of one of the most picturesque and diversified areas in the state. The Presidio of San Francisco looks like no other Army Post in the world. Geographically, it is the choicest location in San Francisco.

Being assigned to INSCOM's West Coast battalion has offered an enormous variety of counterintelligence-related duties. Performing them has taken me to Alaska, Seattle, a breathtaking coastal drive from Seattle to San Francisco, Arizona, Utah, Washington, D.C., Monterey and Sacramento. I have had the unique opportunity to combine my previous training in computers with additional training here to become the battalion's computer security specialist. □



The "busy-finger piers" of Ft. Mason.

From POE to park

Ft. Mason recycled

by Bill Herman

"Fast—off the top of your head," the young backpacker was instructed, "what comes to mind when you hear P-O-E?"

"Why, Edgar Allan, of course," he said confidently.

"How about 'Port of Embarkation'?"

"What's *that*?"

"It's where you're *at* now.

Fort Mason was just like Edgar Allan—a POE."

"Cool, man."

This casual repartee took place at a March ground-breaking ceremony on a paved promontory backdropped by San Francisco Bay and the Golden Gate bridge. San Francisco Mayor Dianne Feinstein said it was really a "cement-breaking" because the uneven remnants of former Army barracks and admin shacks on old company streets were about to be attacked by the gold-painted blade of a huge bulldozer grumbling near the speaker's platform.

This would start the deliberate "recycling" of Fort Mason, the historic Army port that sent one million soldiers and 23 million tons of cargo across the Pacific in World War II and coordinated the United Nations logistical support for the Korean War.

Fort Mason may still be strong in many memories since the three tide-wracked piers stabbing out into the bay were the terminus for many famous wartime troopships: **West Point**, the ill-fated **Coolidge**, the **Breckinridge** and many of the other "general" ships like the **Pope**, **Collins**, **Hodge** and **Altman**.

For many soldiers (and Marines) the tile-roofed old port was the last fleeting touch with the "zone of the interior"—and the place where they cashed in their overseas points for discharge when they returned.

Actually, this process involved yet another boat ride, the 2½ hour ferry trip over San Francisco, San Pablo and Suisun bays to Camp Stoneman, Fort Mason's personnel center at Pittsburg, Calif. Since Mason had no "holding facilities," troops were also boarded by ferry, either all the way from Stoneman or from Oakland Army Base, the Army's main cargo terminal even today.

Fort Mason in its day was much more than a tiny-but-busy port. It simultaneously headquartered several major logistical operations, the largest being the Army Transportation

Terminal Command, Pacific, controlling all air and sea terminals on the coast. Here, also, were located the Military Sea Transport Service, Pacific, and the Army Overseas Supply Agency, San Francisco.

But it is as the former main base for passenger movements for most of this century that Mason is well remembered, as well as for the port's decisive efforts in extracting all U.S. dependents from China in 1948—and for the voyages of the **Mowrer**, the small dependent ship whose "Mr. Roberts"-like mission of Mason to Honolulu and back—and back—and back, earned her the nickname "The Pineapple Crusher." Army mothers still tell sons and daughters what it was like to go overseas by boat from the heart of San Francisco.

When the need for slow-boat movement dwindled, Fort Mason went inactive in June 1966, with half its almost-down-town real estate declared excess. Today, Mason "belongs" to the National Park Service and responds to only one acronym—GGNRA—Golden Gate National Recreation Area. GGNRA ("G-nurra" in localese) is a 100,000-acre holding of forests,

San Francisco



Remnant of yesteryears' battles reminds Ft. Mason visitors of the historic post's former mission.



By Bill Herman

parklands and unspoiled sea-shore which were mostly Army lands dating from our war with Mexico in 1846. The federal legislation that created national recreation areas assures that such lands will always belong to the public, as Congress intended.

Today, the Army is scantily visible on Mason's 64 mostly hilltop acres. A 24-acre corner in the shadow of a soaring high-rise still holds a group of family quarters for a few Presidio and Oakland Army Base officers. This little enclave also includes the post chapel and (Gen.) McDowell Hall, a unique officers' club with a striking day-night view of Fisherman's Wharf, Alcatraz, The Embarcadero, Treasure Island, the Bay Bridge and Berkeley.

The U.S. flag flies day and night (lighted, of course) near the old port headquarters, now National Park Service Headquarters. Post headquarters is now Park Police Field Office, while the former post office holds the Young Adult Conservation Corps Center. Mason's most prestigious tenant is in the

former dispensary: the Oceanic Society, aggressively dedicated to saving our environment and sea life, from plankton to whales.

Fort Mason is providing what every urban community most desperately needs—space—or, more succinctly, space that cannot become the siege-target of developers. We speak here of space in the shadow of San Francisco's Russian Hill, backed by fashionable Pacific Heights. Here, where you can still hear the morning and sunset guns of the Presidio and, if you're fast, catch a glimpse of the blue-gray smoke of the cannon before the bay wind shreds it.

In the four huge admin buildings behind the three piers are theater (all forms), ballet, dance (seven groups in residence), art galleries (five), art groups, sculpture, crafts (in numberless media), plus day-and-night community college courses. The San Francisco Museum of Modern Art Rental Library has just moved into a former supply shed.

Thus, the word for Fort Mason is "activity," especially on week-

ends. A craft fair (wood, leather, clay), music festival (folk, rock, ethnic) or a "save-the-whale" (seal, dolphin, abalone) will usually work into a very creative traffic jam by noon. Minimal advertising, generally via a monthly foundation bulletin, will attract an amazing caravan of transportation modes, from mobile homes to Mercedes.

Pier 2 will surge with people all day, like a tank filling and emptying, while the broad yards outside are alive with bands, jugglers, artisans and "street-food" stands. Here, suburbanites and aging militants press to buy and "nosh" ethnic snacks with unpronounceable names. And children are everywhere because a Fort Mason event is strictly *en famille*. Refreshingly, there are many backpacks, few six-packs.

Yes, there are still uniforms at Fort Mason: the forest green of the in-town park rangers in their Nelson Eddy hats, and some "cavalry." These are the mounted park police, calmly directing carloads of people to Crissy Field in the Presidio and to return by shuttle (motorized cable cars, generally).

It would please an Army "nostalgaholic" to see how



"Gashouse Cove" along the wall of Ft. Mason provides a haven for sailing and motor craft from around the world.

effortlessly the old POE has adapted to the lifestyle of San Francisco, and vice versa. A casual walk-through would show it best: a few campers parked under the wind-tortured trees facing the Golden Gate, or abandoned Alcatraz (dramatically lighted last Christmas, courtesy actor Clint Eastwood, who left an \$85,000 lighting system on The Rock after he finished shooting a film there).

An old "Pacific soldier" would still note the trackage up to the piers that brought in cargo and supplies; the piece of ship's ladder used to link up cement steps to the upper post on the bank high over the piers.

Fort Mason's name will evoke the quiet eucalyptus-scented walks under dark trees overhanging the high walls above the piers; the magnificent views of the sail-dotted bay, Alcatraz, Angel Island, Sausalito and, best of all, the view down into Aquatic Park and its collection of ancient sailing ships and work boats. From Mason's cliffsides, you can often watch a 10-mile sailboat race from start to finish.

Here, also, are the last remaining portions of the bay's original coastline (Fisherman's Wharf and other parts of the city's shore are "made land"—earthquake-fire debris pushed down off the hills). On this side, also, is the little-known "Pier 4," the Army dock that served Alcatraz Island.

This and other Mason piers usually have a gaggle of men and boys fishing, nattering in Italian, Oriental or Hispanic dialects, and berating packs of sleek racing sailboats that come too close to their lines: "Idiota!" or "Dien kai dow!" (Vietnamese for "crazy in the head.")

The old fort's neighbors to the east are now a posh high-rise and Ghirardelli Square. Galileo High School is still across from the Army's block-long, 40-foot-high wall that attracted so much graffiti during the swirling sixties that it was once called "The Easel." Even the paint-out marks have now been painted out.

To the west, Mason also has new neighbors. A new seawall barrier allowed the creation of a marina called "Gashouse Cove." Famous yachts visit the gas dock and brokerage right under the walls of Pier 1 (now a Park Serv-

ice warehouse). The marina is public, the brokerage a concession, and the waiting list for a slip endless.

On this side, too, is the city's Marina district with its Green, popular with sail-watchers, kite-flyers and joggers. "Healthies" enroute home to Marin County often stop to doff three-piece suits for jog togs in the back seat of their Mercedes, Alphas and Audis. Also on the Green-side of Mason is the haven for some of the country's great sailing crews, the Saint Francis Yacht Club.

It is notable that Fort Mason could not be more ideally located for its role in this lively city's life, because a visit to Marina Green seems generally to lead to a walk through Mason, or vice versa. That an almost-abandoned Army port should become a cultural coattraction with an affluent "Mediterranean-style suburb-in-a-city" speaks well for them both. □

Author: Bill Herman, a retired Army public information officer and former San Francisco resident, is a free-lance writer who lives in suburban Washington, D.C. (Copyright 1978 Army magazine. Reprinted by permission of Army magazine.)

San Francisco



Don't call it 'Frisco'

Reams have been written about San Francisco. Most travel pieces particularize about things to do in this ebullient city, i.e., ride a cable car, walk across the Pacific on the Golden Gate Bridge, sip jasmine in the Japanese Tea Garden, take a Bay cruise, etc.

Here, for a change, are some San Francisco don'ts.

Don't pack a tropical wardrobe; the mercury hovers around 59 degrees even in the summer.

Don't park on a hill or even a slope without cramping your wheels to the curb, setting the handbrake and leaving the car in gear; it's the law.

Don't wear a bathing suit to North Beach; it's the nightclub-studded Italian quarter.

Don't stand directly behind a cable car gripman; you'll get the wind knocked out of you when he jerks back on the brake lever.

Don't board a public conveyance without a quarter or 25 cents in coins; the drivers don't make change.

Don't park on the streets with "Tow-away Zone" signs during restricted hours (in most cases, between 7 and 9 a.m. and 4 and 6 p.m., except on Sundays); it'll cost you a minimum of \$23.50 to get your car back.

Don't plan to diet; this place is the weight-watchers' Waterloo.

Don't send for an ambulance if you hear a chorus of moans and groans, grunts and wails; it's the fog horns.

Don't do a double take if someone urges you to visit Nihonmachi (translation: Japantown).

Don't take the outside elevator to the top of the Fairmont Hotel if you suffer from acro-

phobia; there's an inside lift to The Crown.

Don't carry a milk pail to Cow Hollow; the old dairy district west of Van Ness Avenue has become a chic shopping sector.

Don't go to Chinatown during the Chinese New Year season (between mid-January and late February) if you have delicate eardrums.

Don't plan to go swimming in San Francisco Bay unless you're a member in good standing of the Polar Bear Club.

Don't forge past a street sign saying "Grade" or "Hill" unless you've had your brakes checked recently; it means STEEP as in 31.5 percent of grade.

Don't dine at an authentic Japanese restaurant if you have a hole in your sock.

Don't refer to "The Mark" and "The Hopkins."

Don't wear an aloha shirt to the opening of the opera season; it's a gala in the grand tradition.

Don't be surprised if you're socked in one minute and can see forever the next; the coastal mists are capricious.

Don't spell Nob (for nabob) Hill with a K.

Don't look for a statue of George in Washington Square; Ben Franklin presides over the town's Italian piazza.

Don't color the bridge over the Golden Gate gold; it's red-orange.

Don't position your car wheels over the cable car tracks if the streets are wet; they'll skid down hill and spin on the upgrade.

Don't tell a San Franciscan your favorite city is Los Angeles.

Above all, don't call it "Frisco." □

(Reprinted from the Unofficial Directory and Guide, Presidio of San Francisco.)



Historic Ft. Point nestles beneath the south end of the Golden Gate Bridge.

By Capt. Richard M. Caldwell

Augsburg Profile

U. S. Army Field Station, Augsburg, Germany

In recent competition, Sp4 Elizabeth K. Forbes became Field Station Augsburg's Soldier of the Year for 1980. Forbes is from Jefferson, Oregon, and currently works as an analyst on the midnight shift for the 3rd Operations Battalion.

Forbes entered the Army in November 1978, and attended basic training at Fort Dix, N.J., where she was selected as a platoon guide. After completing basic training, Forbes received advanced individual training at Fort Devens, Mass., where she again exhibited leadership skills by being selected as a squad leader.

Forbes arrived at FSA in October 1979. In March 1980 she won the 3rd Operations Battalion Soldier of the Quarter for first quarter, 1980. As a result of these victories, Forbes appeared before the field station Soldier-of-the-Quarter Board and was selected as runner-up. Later in the year, however, the winner of that contest was disqualified and Forbes was selected to appear before the Soldier-of-the Year Board as the first quarter 1980 Soldier of the Quarter. She went on to win.

Forbes says she prepared for the Soldier-of-the-Year Board by studying all the field

manuals and Army regulations mentioned in the FSA Soldier-of-the-Year Study Guide and by appearing before mock boards set up for her by friends.

Forbes was also named Analyst of the Month for December 1980 and Analyst of the Quarter for the fourth quarter 1980. She appeared before the E5 promotion board in January 1981 and should be promoted in April.

Forbes will now move on to compete in the INSCOM Soldier-of-the-Year contest held in Berlin in early April.

—Sgt. Michael Stanco III

WRITE ON

CONUS MI Group Ft. Meade, Maryland

Upon completion of 30 years of service, the question has risen many times relative to the advice we can offer young soldiers entering the service and deciding to make the Army a career.

First, the most important, we should be completely honest and quite candid when discussing career responsibilities. In too many cases, we lose our credibility with soldiers by making promises we cannot fulfill. We should not oversell the Army.

We should emphasize what the Army expects of its career soldiers. Soldiers are expected to learn the job and perform it to the best of their ability.

They should take advantage of opportunities on and off the job to improve their military and civilian education. All efforts should be directed to prepare them for accepting greater responsibility, mastering necessary skills and, thereby, improving their worth to the unit and the Army. Our rhetoric should not obscure the real reason for being soldiers—to defend this nation. In this defense, we must be prepared to give our lives if necessary.

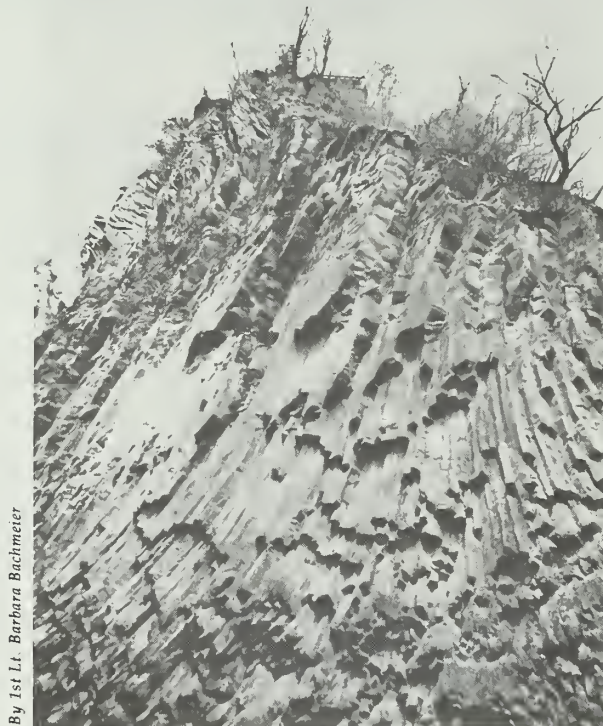
We should tell the soldier what can be expected from the Army. The soldier can expect meaningful, challenging and productive work; fair, honest and competent leaders who have a sincere concern for his or her welfare; firm discipline, fair punishment, rewards and promotion for hard work; excellent fringe benefits; an unmatched retirement system; and to be treated and respected as an individual.

Gen. Edward C. Meyer, Army Chief of Staff, recently stated that "soldiers who are assumed to know their job, soldiers who are assumed to understand the role they play, soldiers who are assumed to solve their own problems will in turn assume nobody cares. We can never relax our concern for the soldier."

This offers a challenge to the young soldier, as well as to the soldier who is describing career opportunities we cannot deliver. We are kidding ourselves and all concerned if we promise something we cannot deliver and, more importantly, we have oversold the Army and damaged our credibility.

—CSM James W. Oden

family album



By 1st Lt. Barbara Bachmeier

'Rugged Mountain'

Augsburg artist a winner

FIELD STATION AUGSBURG, Germany—Sgt. Dennis Brawn, a voice transcriber in 1st Operations Battalion, Field Station Augsburg, has won two awards in a German/American Art Show sponsored by the German/American Women's Club and the Augsburg Morale Support Activity. Brawn's winning water color was a rural snow scene. He captured first prize in the Amateur Class and also won the "Best of Show" category, beating out more than 60 entries. Most of the other contestants were professional German artists.

The art show was the first that Brawn has entered, but due to his initial success he is very interested in continuing to show his work.

Brawn, who learned to paint while a student at the Defense Language Institute in Monterey, California, commented that painting is a good way to relax and forget the difficulties of language studies. He has been painting for three years and has devised his own technique, a combination of both the straight water color and wash techniques.

Brawn has produced 10 art works which he feels are of exhibition quality. He plans to further perfect his water color skills and eventually work in oils.

She credits her subject

500TH MI GP, Japan—1st Lt. Barbara Bachmeier, 500th Military Intelligence Gp. at Camp Zama, Japan, placed second in the All-Army Photography contest held in September at Fort Bragg, N.C. However, she doesn't consider herself to be an exceptional photographer. Bachmeier explains that she simply finds herself in an "exceptionally picturesque country." She has traveled extensively in Japan and has captured much of the scenic characteristics of the country.

The award-winning photograph entitled "Rugged Mountain" was shot in Nikko. It placed second in the Scenic

Color Transparency category. Entries in the contest were judged in Atlanta, Ga., by three highly-qualified photography instructors from various American universities.

Lt. Gen. Roscoe Robinson Jr., commanding general, U.S. Army Japan/IX Corps, presented Bachmeier with a letter of achievement from Maj. Gen. J.C. Pennington, The Adjutant General, a \$100 U.S. Savings Bond and an engraved medalion.

"Rugged Mountain" was entered in the 1980 Interservice Photography contest held in December, final results of which are not yet available.

Return of the native

by Sp5 Liston T. Matthews

Sp4 Kevin Kutaka is a radio systems repairman assigned to the Electronic Maintenance division at Field Station Okinawa—but that's not all!

Kutaka is a direct descendant of Okinawan grandparents who emigrated to Hawaii before 1920. His paternal grandfather was a commercial fisherman; his maternal grandfather owned land where Kadena Air Base is now located and his maternal grandmother was born in the area of the present-day air base.

Kutaka's father was born on the Hawaiian Island of Kauai and his mother was born on Oahu. His father was drafted into the Army in World War II and has, since the war, worked at Pearl Harbor.

Kutaka was born in Honolulu and spent his entire life in Hawaii until he enlisted in the Army after high school. He says he experienced culture shock when he went to the U.S. mainland for basic training.

"The people in the states are all bigger," he said, "and long bus rides . . . it seemed like it would take forever to get from the Philadelphia Airport to Fort Dix."

Kutaka knew he had relatives here and decided to try to look some of them up. He learned he has an aunt who lives near Kadena Air Base and an uncle who works at Kadena fire station #1.

On New Year's Day, he visited with relatives in Naha where they had a traditional New Year's Day celebration. He speaks only a little Japanese so he had a lot of fun trying to converse with them.

Kutaka plans to do some snorkeling and fishing while here, and his plans for the future include maybe reenlisting for Hawaii. He says the Army has been good for getting him out into the world and helping him mature. He wants to go to college when he gets out of the Army and study mechanical or electrical engineering.

When asked where he plans to settle down, he was very quick to say, "Hawaii!"



Jerry L. Griffith, son of CSM Leslie S. Griffith, bravely tries out an M16 rifle helped by SFC Timothy W. O'Rourke.

By Sp4 Bobby Mathis

Where do my parents work?

by Sp5 Liston T. Matthews

School-age family members of Field Station Okinawa personnel recently toured the station as part of the Department of Defense Dependent Schools Program, "A Day on the Job with Mom or Dad." The program stresses the importance of career education, both in and out of the classroom. The tour gave some 190 children an opportunity to see some of the areas in which their parents work.

The tour started with a welcome and briefing in the command conference room where SFC Edward J. Linton gave the students a slide tour of the post. The next stop was the telephone exchange where they were able

to watch automatic switching equipment in operation. Escorted then to the provost marshal's office, they were given a chance to talk on walkie-talkies and run the siren of a police cruiser.

A guided tour of the Operations Company barracks was next, with the children seeing a day room, outside lounge area and both male and female living quarters.

Probably the most popular spot on the tour was the Arms Room where they were able to handle an M60 machinegun, an M16 rifle and an M1911A1 pistol. The children also had the opportunity to try on an M17A1 protective mask. 1st Lt. Jon J. Fernandez was on hand to demonstrate a complete protective clothing and mask outfit.

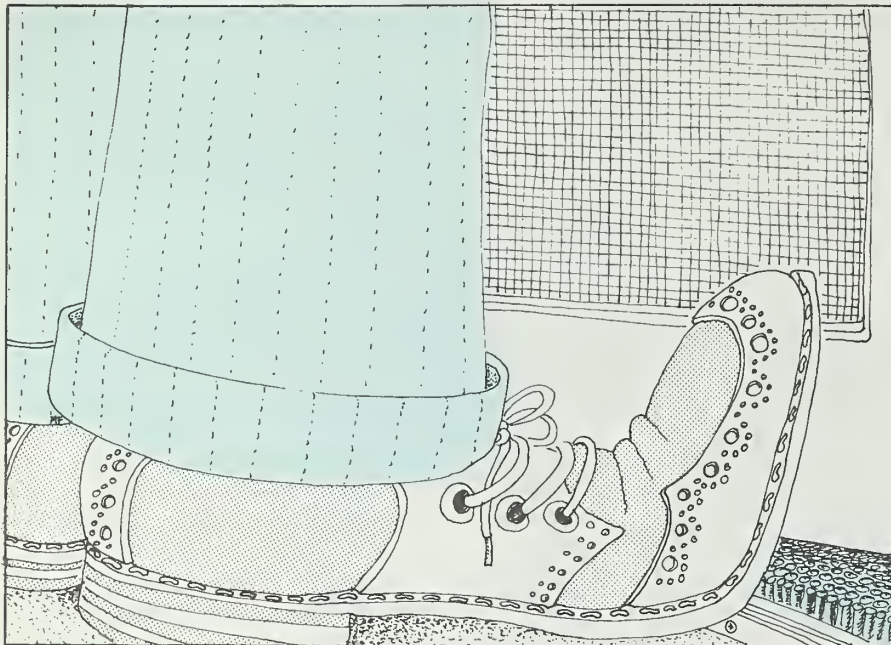
From the Arms Room the students went to the Career Counselor's Office where SFC Paul D. Bennett briefed them on the function of his office and gave them Army brochures and bumper stickers. Although no one signed up, the students showed interest and said they would return in a few years.

The next stop on the tour was the Operations Compound Unit Learning Center. There the children were shown how their moms or dads would go about improving skills in their primary job or their general military training. Sp4 Timothy J. Montgomery explained the use of Training Extension Course movies and tapes, along with reel-to-reel tape-recording equipment.

The Electronic Maintenance Division was next on the tour. The students got a chance to operate a teletype and see various pieces of test equipment, including an oscilloscope on which they viewed different electronic wave forms.

The tour ended with a trip through the Power Production Facility which contains standby electrical generators. After the tour, everyone was bussed to the Torii Dining Facility for lunch.

Legally speaking



May I interest you in a nice set of encyclopedias?

by Lt. Col. Joseph S. Kieffer

Door-to-door sales are a multi-million dollar business in the United States. Companies using door-to-door salespersons to sell pots and pans, magazines, vacuum cleaners and the ever-present encyclopedias have had so much success with military families that they have sent representatives overseas where military personnel are stationed. Although many if not all such companies and salespersons are legitimate and honest merproduct. The various schemes and devices used to "get the door open" are limitless, and once in that door these men and women are expert at the high-pressure sales tactic once having made that all-important person-to-person contact.

What has been made so much fun of on television situation

comedies and in movies concerning such encounters is all too often the real-world case. The breadwinner of the family comes home from a hard day's work to find that his or her spouse has been convinced the family really needs that complete new set of pots and pans even though they have a perfectly good year-old set. There they sit in the middle of the floor in all their gleaming glory. Meanwhile, the kindly salesperson has departed with that month's paycheck. The family now has two sets of pots and pans but no money to put anything in them. What can they do?

As consumers, members of the Armed Forces are protected by a Federal Trade Commission Rule, promulgated in 1974, that provides for a "cooling-off peri-

od" for door-to-door sales. The purpose of the rule is to allow the consumer the right to cancel a transaction costing \$25 or more at any time prior to midnight of the third business day after the date of the sale.

The rule provides that with any door-to-door sale or transaction which takes place anywhere on or off the post or installation, other than the place of business of the seller, you must be provided with:

- A full and complete receipt or copy of a contract pertaining to the sale at the time of its execution.
- It must be in the same language used in the oral sale.
- It must show the date of the transaction.
- It must contain the name and address of the seller.
- Of most importance, there must be a statement on the contract in bold-face type informing you that the sale may be cancelled at any time prior to midnight of the third business day after the date of the sale.

Also, a notice of cancellation, in duplicate, must be attached to the contract or receipt and in bold-face type must again state your right to cancel, that all payments, property or negotiable instruments executed by you will be returned within 10 business days following receipt of the cancellation notice and provide for a method of return of the goods either at your home or at the direction and expense of the seller.

If you make the goods available to the seller following cancellation and they are not picked up within 20 days of the date of your cancellation notice, you can retain or dispose of the goods without further obligation. However, you must make the goods available to the seller or return them at the seller's expense, if requested, within the 20 days or you will remain liable for performance of all obligations under the contract.

Cancellation of the sale is made by you by signing a copy of the cancellation notice, dating it and sending or delivering it to

the seller. The seller must also inform you orally at the time of the sale that you have the right to cancel the sale within the three-day period, and this notification must conform with the rule's terms. The seller is in violation of the rule if there is any statement in the contract that waives your right to cancel the sale, or any other of your rights under the rule, or if the seller does not honor within 10 days of receipt a valid notice of cancellation.

The rule speaks of cancellation of the sales contract within three business days. A business day for purposes of the rule is any calendar day, except Sunday or business holidays such as New Year's Day, Memorial Day, Labor Day, Washington's Birthday, Thanksgiving Day and Christmas Day. Your time for cancellation of a sale made a day before Christmas Day would not run out until midnight of December 28. If you were sold something on Friday you would have until midnight on Tuesday of the following week.

Failure on the part of the seller to provide you these documents and an oral explanation of your rights under the Federal Trade Commission rule should be reported to your commander and your local legal office. Any violation of this rule can also be reported to the Federal Trade Commission, Washington, D.C. 20580.

Remember, those pots and pans may look awfully nice on your kitchen counter while the salesperson is whispering in your ear. If they lose their appeal when you check your finances later, even though you may have signed a contract for their purchase, if you did it at any place other than the store of the seller you may be able to get your money back if you act quickly. As they say in legal circles, "Don't sit on your rights." Get that notice of cancellation off to the seller.

Author: Lt. Col. Kieffer is Staff Judge Advocate at INSCOM Headquarters

Counterintelligence specialists: 'Only the best'

by MSgt. James M. Young

Soldiers awarded MOS 97B, Counterintelligence Specialist, are required to serve a one-year probation period, or until age 21, whichever is longer. The probation period starts the first duty day following award of the MOS and, during this period, soldiers should not be utilized on sensitive investigations.

The purpose of the probationary period is obvious: to ensure only the best are retained in MOS 97B. The soldier's demonstrated overall performance, capabilities and potential must be evaluated continuously.

Upon completion, the soldier's immediate commander must submit a recommendation for retention or nonretention to DA MILPERCEN in accordance with paragraph 7-10c, AR 614-200. Along with this recommendation, the soldier must submit a 45-minute biographical composition in accordance with Figure 3-33-6, DA Pam 600-8. This will only be required of soldiers not screened by the DA Review Board prior to attending the MOS 97B course (i.e., most off-the-street enlistees). The purpose of the composition is to

determine soldiers' capabilities to reason and express themselves in writing and to determine their use of English grammar and punctuation.

Commanders should be aware that the new MOS 97B10 course at Fort Huachuca does not have a report-writing phase. Soldiers who attend the MOS 97B10 course and are approved for retention will be required to attend an additional eight weeks, which will include a report-writing phase. Accordingly, soldiers' knowledge of English grammar will play an important part in the retention process.

It is further emphasized that all soldiers who have been approved for retention must be continuously evaluated. Those who demonstrate an inability to perform duties commensurate with their grade, or to meet the high standards of military intelligence, must be reported to DA MILPERCEN for reclassification in accordance with paragraph 7-12, AR 614-200, the objective being to retain only the most highly-qualified and career-motivated soldiers in counterintelligence.

Author: MSgt. Young is senior career advisor for Career Management Field 96, DA MILPERCEN.

Smoke Signals

Identify what 'triggers' smoking and hinder the harmful habit

by CWO 3 Sidney J. Balcom

Following are tips to help you stop smoking. Not all of them will work for you. Try them all and use the ones that work best for you. However, use of the first five is mandatory:

- List all of your reasons for wanting to stop smoking on a 3- by 5-inch card. Carry the card with you. Add to it as you think of more reasons. Review it frequently.

- As long as you are smoking, wrap a paper around your pack and write down your activity, the time of day, and rate it from 1 to 5. This has several vital functions.

- Identify what "triggers" you to smoke. Try to avoid personal triggers.

- Identify "smoking places" such as bars, canteens, golf courses and bowling alleys. Make a list of them and carry it with you. Add to it as you find more of them. Avoid these places as much as possible.

- Write a short statement (about 75 words) about why you are giving up smoking. This should include your six strongest reasons for quitting. Mail that statement to a very close friend or relative.

The following tips apply regardless of whether you have quit, you are tapering off or if you are quitting cold turkey.

- Get involved! Keep busy during the day. If you have difficulty finding things to do, become a volunteer.

- Find ways to cope with the urge to smoke. Some good coping techniques include: doodling, knitting, polishing your glasses, deep breathing exercises, chewing on carrots or celery, working on a hobby, going

for a walk, drinking water, touching your toes, plus any others you can think of.

- Do some exercise that is just a little more strenuous than what you are used to. This helps clear the lungs and cuts down the desire to smoke.

- Walk the dog a half hour each day, giving you time to think.

- Drink lots of water or fruit juices.

- Get plenty of rest. You don't smoke while sleeping.

- Brush your teeth after each meal. This helps to get the old cigarette taste out of your mouth and cuts down on the craving.

- Keep your normal schedule as much as possible. Have a routine you are comfortable with.

- Cut back on beverages with caffeine in them.

- Read during coffee and lunch breaks.

- Figure out how much your habit costs you on a yearly basis.

- Each day set aside the money you have saved by not smoking as many cigarettes as the day before. Keep track of how much it is.

- Avoid alcoholic drinks.

- Let other people know you are quitting. Try to get their support.

- Plan ahead. Each morning go over your entire day's schedule. Anticipate when your strongest urges for a cigarette will come and figure out ways to cope with them.

- Go to places where you can't smoke—department stores, libraries, Metro buses and others.

The following tips apply if you are tapering off:

• Don't buy cigarettes by the carton. Don't buy your next pack until the last pack is all gone.

• Put your cigarettes in a container that is hard to open or hard to reach.

• Find a buddy who is also tapering off. Keep tabs on each other. Check on your buddy frequently.

• Avoid inhaling cigarettes you do smoke.

• Change your brand of cigarettes. Find one that has less tar and nicotine than you are smoking. Change after each pack to a brand with less tar and nicotine.

• Keep reviewing your wrapping and rating sheets. Cut out your low-numbered cigarettes.

• Start smoking less of each cigarette. Draw a ring around the middle of the cigarette and don't smoke it past that point. Progressively make the amount you throw away longer.

• Start a butt jar. Use a large-size jar, or goldfish bowl, and put all your butts in it. Keep in a prominent place.

• Quit carrying matches and lighters.

• Try holding off for three minutes before you light up.

• Turn down all cigarettes offered you even when you have run out.

• Empty your ashtrays less often.

• Each day carry 10 percent fewer cigarettes with you. You know how many you were smoking each day before you began quitting. Allocate 10 percent less each day, and when they are gone don't smoke any more that day.

• Don't do anything else when you smoke—no TV, no reading, no coffee, no nothing.

The following tips apply after you quit smoking:

• Choose rewards for quitting smoking—something you enjoy, that is easy to obtain and economical.

• Take the whole process one day at a time. Don't worry about making it through tomorrow, and don't worry about your slip yesterday. Be concerned only with today.

• Have lunches, coffee breaks and socializing with nonsmoking friends. Pick nonsmoking sections in restaurants.

• Nurture your nonsmoking habit as you would a new-born infant. It is very delicate.

• Visit your dentist and have your teeth cleaned after you have quit smoking.

(Appreciation is given to the American Lung Association for the training and material from which this article was prepared.)

Author: CWO 3 Balcom is on the staff of the Pentagon Counterintelligence Force, 902nd Military Intelligence Group.

1981 POVs need modifying for overseas

If you are planning to buy a 1981 automobile and ship it overseas you should inquire about modifications so that it may use leaded fuels. Many new models are equipped with an oxygen sensor which becomes contaminated when the vehicle is operated with leaded fuels. The DOD POV Import Control Program permits modification and the removal and preservation of catalytic converters or oxygen sensor so they can be operated on leaded fuels in overseas areas. In preparing for return to the U.S., modification is reversed and the catalytic converter or oxygen sensor reinstalled before the POV can be imported and operated in CONUS.

Latest information from major domestic carmakers on this procedure indicates the following on their 1981 models:

American Motors. All engines except those with California emission systems can be modified as in past years. Kits are available through American Motors for conversion of vehicles equipped with oxygen sensors.

Chrysler. All engines can be modified as in past years except the Imperial.

Ford. All engines can be modified as in past years, except the 2.3 liter engine on all models and the 5.0 liter engine on the MARK VI Lincoln. The stepper motor in 1981 Ford/Mercury (LTD, Marquis) V8s with MCU system must be removed from the carburetor and replaced with a service part plug, E1A29A923-A, available for this purpose. The removed parts should be retained so the process can be reversed when the POV is shipped back to the United States. Vehicles with EGO sensors must have them removed from the exhaust manifold and cleaned to remove all lead contaminants that may have accumulated while the unit was operated with leaded fuel. If the unit cannot be cleaned, it must be replaced.

General Motors. All engines can be modified as with earlier models. However, an oxygen sensor in the exhaust system adds an additional step to the refit process. As noted above, using leaded fuel will contaminate oxygen sensors in vehicles so equipped and will also activate the engine warning light on the dashboard. Sensors will be available through AAFES.



Headquarters Command Run

The first INSCOM Command Run was held on Military/Civilian Team Day April 24. After warm-up exercises, military personnel on post ran the one-mile course through Arlington Hall Station. Command runs will be held weekly, with a goal of everyone running two miles in 16 minutes, in accordance with new Army standards.



Rounding the bend in front of Headquarters, AHS



There's one in every crowd.



Pacesetters keep the groups of runners in step.

Photos by Sp5 Kimberly Ferrier

Torii takes third in All-Army Raquetball

USAFS OKINAWA, Japan—SFC Ken Hines recently competed in the All-Army Racquetball Tournament at Fort Hood, Texas. In double-elimination competition, he took third place.

Hines won the opportunity to compete in the All-Army contest by first winning the U.S. Army Japan competition held at Camp Zama, Japan. At Camp Zama, he beat out all his opponents to take first place in the All-Japan competition.

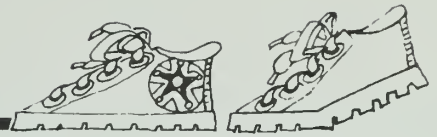
The week-long competition at Fort Hood involved Army personnel of all ranks from PFC to colonel. Hines made it all the

way to the finals of the winners' bracket. There, he lost to the #1 player of U.S. Army Europe, then lost to the #1 player of FORSCOM. This clinched his position as winner of the third place trophy in the Army.

Thanks to his high standing in the Army competition, he was able to travel to Lackland Air Force Base to compete in an interservice racquetball tourney. He shut out the #1 Marine, but was whipped by the #2 Air Force competitor and again by the #1 Army player. Hines brings high honors back to Torii.



MSgt. Chris Bogart



Bogart runs in Panama Army Marathon

by Sp5 Geneva Newberry

VINT HILL FARMS STATION, Va.—His "pie-in-the-sky" is to make the Olympic trials qualification time, and his impressive running record, which has earned him a spot on the Panama Marathon team, suggests that he'll make it, in record time.

MSgt. Chris Bogart, newly assigned as first sergeant of Vint Hill's Company B, 303rd Military Intelligence Battalion here, is a newcomer to the runners' world, but in three short years on the track, he's already amassed an impressive winning streak on the marathon circuit.

Before arriving here two months ago from Field Station Augsburg, Bogart placed second in VII Corps' Open Class for 34 year olds, took top spot in the USAREUR Marathon in Fulda in September 1980, and holds records for the Schwaebisch Marathon, in addition to winning several 3,000- to 10,000-meter European runs.

The All-Army Marathon of the Americas, sponsored annually

by the School of the Americas at Fort Gulyck, Panama, is highly competitive. Says Bogart of the race, "I was selected by D.A. They said I had the second best time of anyone selected for the marathon. It's quite an honor."

The avid runner explains that he always seems to end up on tough courses, but it doesn't stop him, or even slow him down.

"Fulda was a toughy, and the USAREUR Marathon was a killer course—all hills," he says. "This marathon in Panama starts at 4:30 a.m. to compensate for the heat. It seems I've always run the nasty courses on hot days," he shrugs, adding, "I'll run to win, not just to place well in my class."

The determined marathoner is well prepared for the challenge that lies ahead. He trains daily, and his duties as first sergeant in a tactical unit keep him marching as well as running.

"When we run," he laughs, "these guys in my company just have to try to beat my time. They haven't beat me yet, even

when I was running in full field gear and combat boots."

Bogart adds that although a dream of his is to qualify for the Olympic trials, "I have to balance my running with my first sergeant duties. I don't have time to be first sergeant and prepare for that kind of competition, too," he laments.

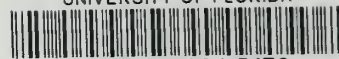
"If I do well at the Panama Marathon," Bogart speculates, "I don't know what's next. I'll keep on running. It's going to be nice. I really enjoy running."

Company B's commander, Capt. Larry Hall, thinks Bogart is a real asset.

"We stress running and physical fitness in this unit," Hall explains. "We're a tactical unit, and MSgt. Bogart inspires the troops. He couldn't have come to a better place to run."

Bogart left for Panama May 7, for training that will run from May 10-22. The marathon itself takes place May 23.

Company B, Bogart comments, will soon be consolidated with INSCOM.



FLARE

